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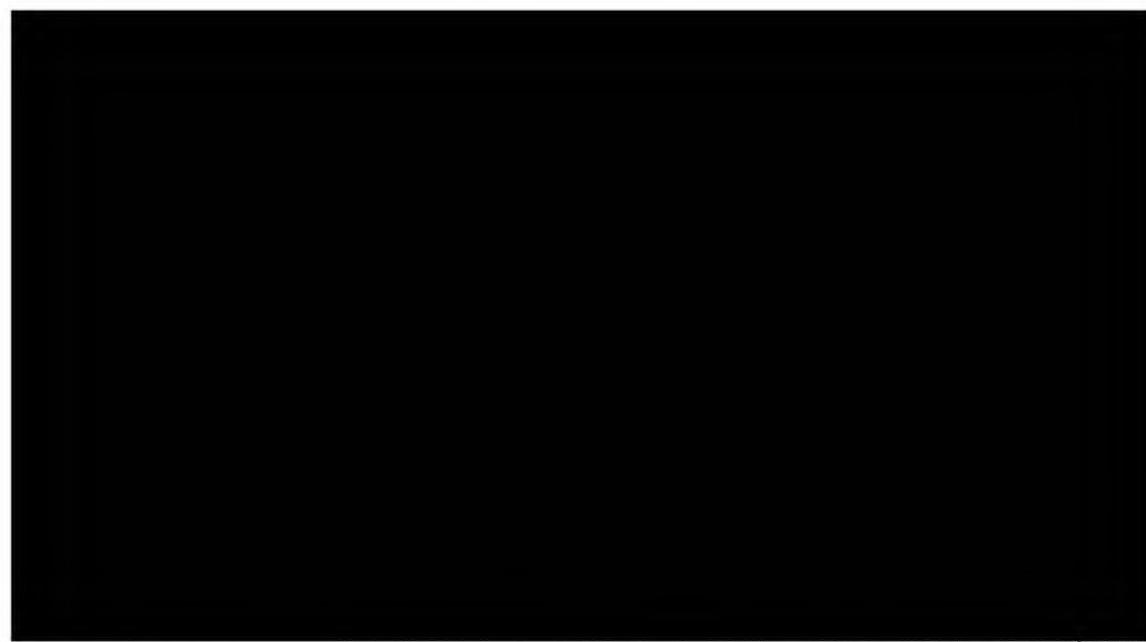
18 January 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Returnee Interviews - Calendar Year 1970

1. During the past year this office interviewed [redacted] employees returning from overseas, distributed as follows:

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We endeavored in these interviews to find out how the employee viewed his work overseas, how he felt about management, and what if any complaints he had. We made no attempt to develop precise statistics nor did we employ a check list in the conduct of the interviews.

2. The interview reports reflect very widespread satisfaction with overseas service. One small group of operational personnel can be described as positively enthusiastic about their work, and another as feeling that circumstances overseas had prevented them from doing the kind of job they would have liked to have done.

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3. The stations and bases overseas that appear to have the least appeal to operational people are: [REDACTED]

[REDACTED] Reports on these places are by no means uniformly negative, but there is just enough negative reporting to suggest something other than good morale. [REDACTED]

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[REDACTED] small operational stations are well regarded.

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4. We paid a lot of attention to Vietnam. Our findings there are almost entirely positive. Ted Shackley is mentioned frequently and always favorably. His efforts to reorient the station, his emphasis on results, and his even-handed management of people are subjects commented upon.

5. The Agency's record in the field of language training is compared unfavorably with that of the State Department by a number of officers returning from the Far East.

6. Almost all of the stenographers, clerks, registry people, and junior communications officers had had a good work experience; a few had complaints about housing or about some aspect of support. Senior communicators and TSD technicians coming back from the larger technical installations abroad are perhaps the least enthusiastic group with which we talked. For the most part they are good soldiers; but they had been through it all before and are inclined to talk a little bit more about the negative side of overseas service than are operators or younger people.

7. Apart from a few specific complaints which can be traced to unusual circumstances, there was practically no significant talk about administrative support. Very little was volunteered on travel arrangements, pay, reception at the point of destination, housing, provision of appliances, and routine medical support. Persons assigned to remote areas are mildly critical of medical support provided by the State Department, but on the other hand they are well impressed by the Agency's willingness to evacuate anyone in serious difficulty.

8. The selection and screening of individuals to serve overseas appears to be handled most competently.

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9. A number of CS officers spoke of the low morale at Headquarters. We again heard a good deal about overstaffing, overbureaucratization, and lack of challenge in SB Division and China Operations. These are the views of a minority, but a vocal and important one.

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[REDACTED]

Gordon M. Stewart  
Inspector General

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(S)

8 January 1971

MEMORANDUM FOR: Inspector General

SUBJECT: H I P for CY 1970

1. Inspectors talked to some [redacted] out of a population of [redacted] employees who had been with the Agency for ten years, were based in headquarters at mid-year, and had achieved the grade of GS-9 or above. Among those who were not available for interviews, some had resigned, were PCS overseas, or were in training elsewhere.

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2. Comments of general interest were in two broad areas which will be touched on briefly below. My overall observation is that a significant vitality is reflected in the interviews with this group. Important as their grades and promotion opportunities are to them, their interest is their work, its importance, and ways to do it better. They are, generally, committed to their work and to this agency.

3. Careers. Individually, most thought they had been treated very well; they had progressed at a reasonable rate in promotions and assignments and believe they have reasonable expectations for the future. They consider the Agency to be a good employer, concerned with the welfare of its employees, and superior to other government organizations. They find the work interesting, the people good to work with, the job important, and they intend to make their careers with the Agency.

4. Some individuals advanced specific worries about careers which apply to small and unique groups. First, higher grade technological specialists in three components believe that their further advancement is limited because the need for their expertise is satisfied by very small offices in their parent organizations (e.g., an electronic engineer in the O/Communications). They find little opportunity in their components for the broadening experience required for executive officers, or in rotational assignments to other directorates which resist the assignment of non-careerists. Second, retired military personnel who were hired on five-year contracts and told they would automatically be given regular employee status are uneasy about their future tenure and promotion prospects. No one gives them a firm answer. Third, some personnel in NPIC believe that hiring college graduates with art degrees for illustrating work as GS-7s in GS-9 slots has led only to problems. Technical school graduates could be trained, they believe, and hired as GS-5s with potential headroom up to GS-9.

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And last, one young and able TSD officer said that he believes it will become difficult in the future to persuade men with families to accept the constant PCS rotation system. He is tired of dragging his young family about, and the "goodies" are being pruned away that used to make this pattern of living acceptable.

5. Management. There is generally a high opinion of the Agency and of the quality of the work it is doing. Several components and offices were given high marks for management, for the freedom given officers to exercise their creativity, and for opportunities to advance. But, in spite of the overwhelming feeling that the Agency is a good place to work, there was an undercurrent of attitudes among some personnel from several offices that management had become bureaucratic and was stifling rather than assisting productive work in the Agency. These attitudes encompassed the following: managers have become conservative and delay making decisions; management is reluctant to respond to new requirements or proposals and is less action oriented than formerly; coordination excesses delay work at every turn; paperwork has increased for no productive purpose; and young talent, as a result of the obstacles to direct participation in the real concerns of the Agency, is leaving the Agency.

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## ROUTING AND RECORD SHEET

SUBJECT. (Optional)

CY 1970 Reports of Returnee and Headquarters Interview Programs

FROM:

Inspector General [REDACTED]

EXTENSION

NO.

DATE

18 January 1971

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.).
	RECEIVED	FORWARDED		
1. Executive Director- Comptroller	1/19	1/27	W	Attached are all interview reports for 1970
2. <u>DDCI</u>		1/28	K	
3. <u>IG</u>				
4.				
5.				
6.				
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14.				
15.				

I think you  
will be interested  
in these.

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